

# BASIC MANAGEMENT

1954-1956

SCHEDULE FOR BASIC MANAGEMENT COURSE # 11

3 - 14 January 1955

Monday, 3 January

0845 - 0930      Introduction to Course

0940 - 1020      Reading Assignment I

ORGANIZING

1020 - 1120      Lecture I: Formal Organization

1130 - 1230      Lecture II: Estimating the Management  
                      Situation in CIA

NOTE: Reading Assignment II to be done outside scheduled  
class time.

Tuesday, 4 January

0830 - 0930      Lecture III: Informal Organization

0940 - 1035      Group Discussion I: The Corelli Case

1045 - 1115      Reading Assignment III

1125 - 1230      Group Discussion II: Evaluation of Organizational  
                      Principles

Wednesday, 5 January

PLANNING

0830 - 0920	Reading Assignment IV
0930 - 1030	Lecture IV: Uses and Abuses of Planning
1040 - 1110	Individual Assignment: Planning Devices Now in Use
1120 - 1230	Lecture V: Planning for Operations

NOTE: Reading Assignment V to be done outside scheduled class time.

Thursday, 6 January

PLANNING (continued)

0830 - 0900	Group Discussion III: Planning Devices Now in Use
0900 - 0940	Supervisor's Self-Test (in anticipation of next unit of work, DIRECTING)
0950 - 1030	Reading Assignment VI

DIRECTING

1040 - 1130	Lecture VI: Analysis of Planning in State Case
1140 - 1230	Group Discussion IV: Analysis of Self-Test

NOTE: Reading Assignment VII to be done outside scheduled class time.

Friday, 7 January

DIRECTING (continued)

- |             |   |
|-------------|---|
| 0830 - 0930 | Lecture VIII: Group Needs and Leadership                |
| 0940 - 1010 | Individual Assignment: Good Qualities of a Boss         |
| 1020 - 1125 | Group Discussion V: Case of the Special Projects Branch |
| 1130 - 1230 | Group Discussion VI: Management Principles on the Job   |

NOTE: Reading Assignment VIII to be done outside scheduled class time.

Second Week

Monday, 10 January

DIRECTING (continued)

0830 - 0930      Group Discussion VII: Gregory Peillham

COORDINATING

0940 - 1030      Lecture IX: New Means of Coordination and Communication

1050 - 1120      Reading Assignment X

1130 - 1230      Lecture IX: Communication: An Example

NOTE: Reading Assignment XI to be done outside scheduled class time.

Tuesday, 11 January

COORDINATING (continued)

0830 - 0915      Group Discussion VIII: Universal American Corporation; written summary

0925 - 1030      Lecture X: Coordination Problems of Middle Management

1040 - 1110      Reading Assignment XII

1115 - 1230      Group Discussion IX: Current Problems

Wednesday, 12 January

COORDINATING (continued)

0830 - 0920 Group Discussion XI: Universal American Corporation

0930 - 1030 Lecture X: New Means of Coordination and Communication

CONTROLLING

1040 - 1100 Reading Assignment XIII

1110 - 1230 Group Discussion XII: Assigned Case

NOTE: Reading Assignment XIV to be done outside scheduled class time.

Thursday, 13 January

CONTROLLING (continued)

0830 - 0900 Analysis of Case: Written Assignment

0910 - 1010 Lecture XI: The Tools of Control: Methods and Work Flow

1020 - 1100 Group Discussion XIII: Tony With Initiative

1100 - 1130 Reading Assignment XV

1140 - 1230 Group Discussion XIV: Fred Young, Division Chief

Friday, 14 January

CONTROLLING (continued)

0830 - 0930 Lecture XIII: The Tools of Control: Money

0940 - 1000 Turn In Course Materials

1010 - 1110 The Tools of Control: Personnel

SUMMARY

1120 - 1230 Improving Management in the Agency

SCHEDULE FOR BASIC MANAGEMENT COURSE #12

31 January - 11 February 1955

Monday, 31 January

0845 - 0930      Introduction to Course

ORGANIZING

0940 - 1020      Reading Assignment I

1020 - 1120      Lecture I: Formal Organization

1130 - 1230      Lecture II: Estimating the Management  
                      Situation in the Agency

NOTE: Reading Assignment II to be done outside scheduled  
class time.

Tuesday, 1 February

ORGANIZING (cont'd)

0830 - 0930      Lecture III: Informal Organization

0940 - 1035      Discussion I: The Corelli Case

1045 - 1115      Reading Assignment III

1125 - 1230      Discussion II: Evaluation of Organizational  
                      Principles

Wednesday, 2 February

0830 - 0915 Supervisor's Self-Test (in anticipation of next unit of work, DIRECTING)

PLANNING

0925 - 1030 Reading Assignment IV

1040 - 1140 Lecture IV: Uses and Abuses of Planning

1150 - 1230 Individual Assignment: Planning Devices Now in Use

NOTE: Reading Assignment V to be done outside scheduled class time.

Thursday, 3 February

PLANNING (continued)

0830 - 0900 Group Discussion III: Planning Devices Now in Use

0900 - 1000 Lecture V: Planning for Operations

1010 - 1050 Reading Assignment VI

1100 - 1200 Lecture VI: Analysis of Planning in State Case

DIRECTING

1200 - 1230 Group Discussion IV: Analysis of Self-Test

NOTE: Reading Assignment VII to be done outside scheduled class time.

**Friday, 4 February**

**0830 - 0930 Lecture VII: Group Needs and Leadership**

**0940 - 1010 Individual Assignment: Good Qualities of a Boss**

**1020 - 1125 Group Discussion V: Case of the Special Projects Branch**

**1135 - 1230 Group Discussion VI: Review of Week's Work**

Second Week

Monday, 7 February

DIRECTING (continued)

0830 - 0930 Group Discussion VII: Case of Gregory Pellham

COORDINATING

0940 - 1030 Lecture VIII: New Means of Coordination and Communication

1040 - 1120 Reading Assignment X

1130 - 1230 Lecture IX: Communication: An Example

NOTE: Reading Assignment XI to be done outside scheduled class time.

Tuesday, 8 February

COORDINATING (continued)

0830 - 0940 Group Discussion VIII: "All I Need Is A Conference"

0950 - 1040 Group Discussion IX: Universal American Corporation: written summary

1050 - 1120 Reading Assignment XII

1120 - 1230 Group Discussion X: Current Problems

Wednesday, 9 February

COORDINATING (continued)

0830 - 0920 Group Discussion XI: Universal American Corporation

CONTROLLING

0930 - 1030 Reading Assignment XIII

1040 - 1110 Group Discussion XIII: Assigned Case

1110 - 1230 Group Discussion XIII: Assigned Case

Thursday, 10 February

CONTROLLING (continued)

- 0830 - 0900 Analysis of Case: Written Assignment  
0900 - 0940 Group Discussion XIV: Assigned Case  
0950 - 1030 Reading Assignment XIV  
1030 - 1120 Lecture X: The Tools of Control: Assignment  
1130 - 1230 Group Discussion XV: Tony Blair's Influence

Friday, 11 February

CONTROLLING (continued)

0830 - 0930 Lecture XI: The Tools of Control: Money

0940 - 1015 Turn In Course Materials

1025 - 1110 Lecture XIII: The Tools of Control: Analysis of Work Flow

SUMMARY

1120 - 1230 Group Discussion XVI: Improving Management in the Agency

SCHEDULE FOR BASIC MANAGEMENT COURSE #13

7 - 18 March 1955

Monday, 7 March

0845 - 0930      Introduction to Course

ORGANIZING

0940 - 1020      Reading Assignment I

1020 - 1120      Lecture I: Formal Organization

1130 - 1230      Lecture II: Estimating the Management  
                      Situation in the Agency

NOTE: Reading Assignment II to be done outside  
scheduled class time.

Tuesday, 8 March

ORGANIZING (cont'd)

0830 - 0930      Lecture III: Informal Organization

0940 - 1045      Discussion I: Evaluation of Organizational  
                      Principles

1055 - 1125      Reading Assignment III

1135 - 1230      Discussion II: The Corelli Case

Wednesday, 9 March

PLANNING

0830 - 0930	Reading Assignment IV
0940 - 1030	Lecture IV: Uses and Abuses of Planning
1040 - 1120	Individual Assignment: Planning Devices Now in Use
1130 - 1230	Planning: Some Agency Problems

NOTE: Reading Assignment V to be done outside scheduled class time.

Thursday, 10 March

PLANNING (cont'd)

0830 - 0900	Group Discussion III: Planning Devices Now in Use
0910 - 1010	Group Discussion IV: Assigned Case
1020 - 1100	Reading Assignment VI
1100 - 1145	Group Discussion V: Planning in the State Department

DIRECTING

1145 - 1230	Supervisor's Self-Test
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NOTE: Reading Assignment VII to be done outside scheduled class time.

Friday, 11 March

DIRECTING (cont'd)

0830 - 0930	Analysis of Supervisor's Self-Test
0940 - 1015	Reading Assignment VIII
1025 - 1115	Lecture V: Group Needs and Leadership
1125 - 1230	Review Session

NOTE: Reading Assignment IX to be done outside scheduled class time.

Second Week

Monday, 14 March

DIRECTING (continued)

0830 - 0930 Group Discussion VII: Case of Gregory Pellehan

0940 - 1000 Individual Assignment: Qualities of a Boss

COORDINATING

1010 - 1050 Reading Assignment X

1100 - 1230 Group Discussion VIII: "All I Need is a Conference"

NOTE: Reading Assignment XI to be done outside scheduled class time.

Tuesday, 15 March

COORDINATING (continued)

0830 - 0950 Universal American Corporation, Written Summary

0900 - 0950 Lecture VII: New Means of Coordination and Communication

1000 - 1120 Group Discussion IX: Universal American Corporation

1130 - 1230 Lecture VIII: Communications: An Agency Example

NOTE: Reading Assignment XII to be done outside scheduled class time.

Wednesday, 16 March

CONTROLLING

- 0830 - 1000      Group Discussion X: Current Problems  
1010 - 1040      Reading Assignment XIII  
1040 - 1100      Lecture VIII: The Meaning of Controls in Management  
1110 - 1230      Group Discussion XI: Assigned Case

NOTE: Reading Assignment XIV to be done outside scheduled class time.

Thursday, 17 March

CONTROLLING (cont'd)

- 0830 - 0930      Group Discussion XII: Case of Fred Young, Division Chief  
0940 - 1030      Lecture IX: The Tools of Control: Analysis of Work Flow  
1040 - 1100      Reading Assignment XV  
1100 - 1120      Written Assignment: Analysis of Assigned Case  
1130 - 1230      Lecture X: The Tools of Control: Personnel

Friday, 18 March

CONTROLLING (cont'd)

- |             |   |
|-------------|---|
| 0830 - 0930 | The Tools of Control: Money                                 |
| 0940 - 1030 | Group Discussion XIII: Assigned Case                        |
| 1040 - 1110 | Turn In Course Material.                                    |
| 1130 - 1230 | The Tools of Control for Middle Management<br>in the Agency |

SCHEDULE FOR BASIC MANAGEMENT COURSE #14  
4 - 15 April 1955

Monday, 4 April

0845 - 0930 Introduction to Course

ORGANIZING

0940 - 1030 Lecture I: Formal Organization

1040 - 1120 Reading Assignment I

1130 - 1230 Lecture II: Estimating the Management Situation  
in the Agency

NOTE: Reading Assignment II to be done outside scheduled  
class time.

Tuesday, 5 April

ORGANIZING (cont'd)

0830 - 0930 Lecture III: Informal Organization

0940 - 1045 Discussion I: Evaluation of Organizational  
Principles

1055 - 1125 Reading Assignment III

1135 - 1230 Discussion II: The Corelli Case

Wednesday, 6 April

0830 - 0920 Supervisor's Self-Test (in anticipation of next unit of work, DIRECTING).

PLANNING

0930 - 1030 Reading Assignment IV

1040 - 1140 Lecture IV: Uses and Abuses of Planning

1150 - 1230 Individual Assignment: Planning Devices Now In Use

NOTE: Reading Assignment V to be done outside scheduled class time.

Thursday, 7 April

PLANNING (cont'd)

0830 - 0850 Group Discussion III: Planning Devices Now In Use

0900 - 1000 Lecture V: Planning for Operations

1010 - 1040 Reading Assignment VI

1040 - 1135 Discussion III: Planning in the State Department

DIRECTING

1145 - 1230 Discussion IV: Analysis of Supervisor's Self-Test

NOTE: Reading Assignment VII to be done outside scheduled class time.

Friday, 8 April

DIRECTING (cont'd)

0830 - 0930 Lecture VI: The Need for Leadership

0940 - 1010 Reading Assignment VIII

1020 - 1115 Discussion IV: Assigned Case

1125 - 1230 Discussion  $\frac{V}{4}$ : Review Session

NOTE: Reading Assignment IX to be done outside scheduled class time.

2-13 May 1955

Monday, 2 May

0845 - 0940      Introduction to Course

ORGANIZING

0940 - 1030      Reading Assignment I

1040 - 1125      Lecture I: Formal Organization

1130 - 1230      Lecture II: Estimating the Management Situation  
                      in the Agency

NOTE: Reading Assignment II to be done outside scheduled  
class time.

Tuesday, 3 May

ORGANIZING (cont'd)

0830 - 0930      Lecture III: Informal Organization

0940 - 1045      Discussion I: Evaluation of Organizational Principles

1055 - 1125      Reading Assignment III

1135 - 1230      Discussion II: The Corelli Case

Wednesday, 4 May

PLANNING

- 0830 - 0920      Lecture IV: Uses and Abuses of Planning  
0930 - 1020      Reading Assignment IV  
1030 - 1130      Lecture V: Planning  
1140 - 1230      Individual Assignment: Planning Devices Now in Use

NOTE: Reading Assignment V to be done outside scheduled class time.

Thursday, 5 May

PLANNING (cont'd)

- 0830 - 0850      Review of Planning Papers  
0900 - 0930      Reading Assignment VI  
0940 - 1040      Lecture VI: Planning in the State Department

DIRECTING

- 1050 - 1230      Discussion III: Supervisors' Self-Test

NOTE: Reading Assignment VII to be done outside scheduled class time.

Friday, 6 May

DIRECTING (cont'd)

- 0830 - 0930      Discussion IV: Assigned Case  
0940 - 1030      Lecture VII: Group Needs and Leadership  
1040 - 1120      Reading Assignment VIII  
1130 - 1230      Discussion V: Assigned Case

NOTE: Reading Assignment IX to be done outside scheduled class time.

Monday, 9 May

DIRECTING (cont'd)

0830 - 0930      Lecture VIII: Leadership Through Developing Subordinates

0940 - 1030      Discussion VI: Assigned Case

COORDINATING

1040 - 1120      Reading Assignment X

1130 - 1230      Lecture IX: Communications, An Agency Example

NOTE: Reading Assignment XI to be done outside scheduled class time.

Tuesday, 10 May

COORDINATING (cont'd)

0830 - 0850      Universal American Corporation, written summary

0900 - 1000      Lecture X: New Means of Coordination and Communication

1010 - 1055      Discussion VII: Universal American Corporation

1105 - 1230      Discussion VIII: "All I Need Is A Conference"

NOTE: Reading Assignment XII to be done outside scheduled class time.

Wednesday, 11 May

CONTROLLING

0830 - 1000      Discussion IX: Current Problems

1010 - 1045      ~~Reading Assignment XIII~~

1045 - 1100      ~~Definition of Control~~

1110 - 1230      ~~Discussion X: Assigned Case~~

NOTE: Reading Assignment XIV to be done outside scheduled class time.

Wednesday, 11 May

CONTROLLING

- 0830 - 1000 Discussion IX: Current Problems  
1010 - 1100 Reading Assignment XIII  
1100 - 1130 Definition of Control  
1130 - 1230 Lecture XI: The Tools of Control - Money

NOTE: Reading Assignment XIV to be done outside scheduled class time.

Thursday, 12 May

CONTROLLING (cont'd)

- 0830 - 0900 Reading Assignment XV  
0910 - 1010 Assigned Case  
1020 - 1110 Lecture XII: The Tools of Control - Methods and Work Flow  
1130 - 1230 Lecture XIII: The Tools of Control for Middle Management

Friday, 13 May

CONTROLLING (cont'd)

- 0830 - 0920 Lecture XIV: The Tools of Control - Personnel  
0930 - 1020 Discussion XIII: Assigned Case  
1030 - 1120 Turn In Course Materials  
1130 - 1230 Discussion XIII: Improving Management on the Job

S-E-C-R-E-T

5 August 1955

Basic Supervision Courses  
Room 155, [REDACTED]

25X1A

<u>Dates</u>	<u>Grades</u>
26 September-7 October 1955	7 thru 9
24 October-4 November 1955	9 " 11
28 November-9 December 1955	12 " 14
9-20 January 1956	5 " 7
6-17 February 1956	7 " 9
12-23 March 1956	9 " 11
9-20 April 1956	12 " 14

Basic Management Courses  
Room 155, [REDACTED]

25X1A

<u>Dates</u>	<u>Grades</u>
12-23 September 1955	11 thru 13
10-21 October 1955	12 " 14
7-21 November 1955	13 " 15
12-23 December 1955	11 " 13
23 January-3 February 1956	12 " 14
27 February-9 March 1956	13 " 15
26 March-6 April 1956	11 " 13
23 April-4 May 1956	12 " 14

S-E-C-R-E-T

SCHEDULE FOR BASIC MANAGEMENT COURSE #17  
12 - 23 Sept. 1955

INTRODUCTION

Monday, 12 September

0845 - 0940 Introduction to the Course  
0950 - 1020 Reading: Required 101, 107, 201, 203

ORGANIZATION

1030 - 1110 L.I. Formal Organization  
1120 - 1230 L.II. Estimating the Management Situation in CIA  
Outside Reading: Required 211, 213, 251, 253, 261, 263  
Recommended - Balance of 100 and 200 series

Tuesday, 13 September

0830 - 0920 L.III. Informal Organization  
0930 - 1050 (Intelligence Products Exhibit  
(Required Reading: Corelli Case, p. 605, Glover & Hower  
1100 - 1230 Discussion I: The Corelli Case  
Outside Reading: Required 301 and 353  
Recommended - Completion of reading on Informal  
Organization (omit 391)

STAFFING AND DIRECTION

Wednesday, 14 September

0830 - 0840 Reading: Josephine Bullock Case (Handout)  
0840 - 0940 Discussion II: Josephine Bullock  
0950 - 1020 Reading: Required 400, 403, 405; optional 420  
1030 - 1120 L. IV. Group Needs and Leadership  
1130 - 1230 L. V. Developing Your Subordinates  
Outside Reading: Required 411, 421  
Recommended - Balance of 400 series

STAFFING AND DIRECTION (continued)

Thursday, 15 September

0830 - 0840 Reading: Henry Bradley

0840 - 0920 Discussion III: Henry Bradley

COORDINATION (and the problem of Communication)

0930 - 1020 Reading: Required 501, 551, 553  
Recommended - 503, 505

1030 - 1120 L. VI. New Means of Coordination and Communication

1130 - 1230 L. VII. Communication, and Agency Example

Outside Reading: Optional - Balance of 500 series (omit 541)

Friday, 16 September

0830 - 0920 Review and open discussion period

0930 - 1050 Discussion IV: "All I Need is a Conference" (Movie)

1100 - 1120 Reading: Universal American Corporation, Glover & Hower  
pp. 195-212

1130 - 1230 Discussion V: Universal American Corporation

Outside Reading: Reading on Planning  
Required - 701, 705  
Optional - Balance of 700 series, omitting 709

PLANNING

Monday, 19 September

0830 - 0845 Reading: Required 601

0845 - 0920 Discussion VI: Evaluation of Principles

0930 - 1020 L. VIII. Uses and Abuses of Planning

1030 - 1040 Reading: Ed Galloway (Handout)

1040 - 1120 Discussion VII: Ed Galloway

1130 - 1210 Individual Written Assignment: Planning Devices Now  
in Use in your office

1210 - 1230 Reading: Completion of Reading on Planning

PLANNING (continued)

Tuesday, 20 September

0830 - 0920 Individual Assignment: Supervisor's Self Test (Handout)

0930 - 1020 L. IX. A Planning System: Budget

1030 - 1120 Reading: 1. The State Department Case (Handout)  
2. 801 (In preparation for Controlling)

1130 - 1230 L. X. An Example of Planning: The State Department Case

Outside Reading: Required 805

Optional - Balance of Controlling Part I

CONTROLLING

Wednesday, 21 September

0830 - 0850 Reading: Completion of reading on Controlling Part I

0900 - 0950 L. XI. The Tools of Control: Methods and Work Flow

1000 - 1100 Discussion IX: Analysis of Supervisor's Self Test

1110 - 1140 Reading: Required 851, 861, 863

1150 - 1230 L. XII. The Tools of Control: Money

Outside Reading: Required 871, 873, 881

Thursday, 22 September

0830 - 1010 Discussion X: Current Problems of the Agency

1020 - 1110 L. XIII. Tools of Control: Personnel

1120 - 1130 Reading: Basic Projects Branch (Handout)

1140 - 1230 Discussion XI: Basic Projects Branch

Outside Reading: Optional - Completion of reading on Controlling Part II

SUMMATION

Friday, 23 September

0830 - 0840 Reading: Case of the Resigning I. O. (Handout)

0850 - 1020 Discussion XII: Case of the Resigning I. O.

1030 - 1100 Turn in Materials; Prepare Critiques

1110 - 1230 Discussion XIII: Final Review and Discussion: Improving Management on the Job

CONFIDENTIAL

Approved For Release 2000/05/08 : CIA-RDP78-03930A000100010045-0  
Office Memorandum • UNITED STATES GOVERNMENT

TO : Registrar, Office of Training

DATE: 1 May 1959

FROM : Comptroller Training Officer

25X1A

SUBJECT: Training Record for [REDACTED]

25X1A

1. According to the records in the Office of the Comptroller, in 1954 [REDACTED] took the Management Course A, which was the fore-runner of the current Basic Management Course. In the firm belief that he had met the pre-requisite training for the Chicago course, we recently nominated him for the 1959 Summer Institute in Executive Development for Federal Administration at the University of Chicago.

25X1A

2. [REDACTED], in charge of Comptroller training and personnel records, also reports he took the course as shown by a Training Request dated 4 March 1954. [REDACTED], the supervisor of [REDACTED], reports that [REDACTED] took the course and that [REDACTED], my predecessor, reported that OTR had given [REDACTED] credit for the equivalent of the Basic Management course. The most important factor to me is that [REDACTED] himself reports that he took this course in 1954.

25X1A

25X1A

25X1A

25X1A

25X1A

25X1A

3. Your office has reported to me there is no record in the Registrar files or the Management Training Faculty files. Accordingly, it is requested that the OTR records be revised to give him credit on the basis of this memo.

4. An early reply on this request would be appreciated because we do not wish to prejudice the attendance of [REDACTED] at Chicago.

25X1A

25X1A

ENDORSEMENT:

25X1A

[REDACTED]

25X1A

Approved for record  
purposes

4 May 59

(03/31)  
CODED OF 5 MAY '59

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